The Motor Valley Cluster

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THE CASE

- 8000 firms, 20k workers, 10% of Region’s export
- Geographical area is 22,456.46 sq. km wide
- Resident population of 4,432,418 inhabitants
- 35 million nights spent by residents and non-resident, Emilia Romagna is the 7th European region, but first in Italy if we consider the nights spent in hotel
- 27,220,385 residents’ nights, in the region has the highest share in Italy (15%) ranked 2nd in Europe
THE CASE

• Famous manufactures: Ferrari, Lamborghini, Ducati, Maserati, De Tomaso, Dallara, Malaguti, Pagani, Moto Morini, Minardi, Minarelli, Toro Rosso, Bugatti, Reggiani.

• 13 corporate and industry museums and 11 private collections in the motor industry

• 4 sport circuits, 11 kart-dromes, 188 sport clubs

• World famous sport events: Motorshow, F!, Superbike, Millemiglia ...
THE PURPOSE

• The **focus** of the study is on how tourism and cultural heritage may engage in a virtuous circuit within cluster arrangements for regional competitiveness and thus prosperity.

• The case should be used to present a peculiar approach for what concerns **cluster governance** and a successful example of **organizational structures for competitiveness:**

> The top-down and bottom-up mix leveraged the cluster assets in a circular way: both firms and local institution fuelled this virtuous cycle.
THE TEACHING PLAN
FIRST STEP: THE VIDEO
THE TEACHING PLAN
SECOND STEP: THE ASSIGNMENT DISCUSSION

Assignment Questions

1. What is the competitive position of Motor Valley? Which are the main synergies supporting the cluster development?

2. Historically how has Motor Valley organized itself for competitiveness? Where has the cluster focused the governance?

3. Evaluate the Regional Competitiveness Policy. Is this the right strategy for the Motor Valley cluster?

4. What recommendations would you make to the cluster on the organizational approach? And to the Region government on the strategy?
THE TEACHING PLAN
THIRD STEP: THE CONCLUSION AND THE SUPPORT SLIDES

Organizing for Competitiveness
The case of Motor Valley

Entrepreneurship and Regional Competitiveness
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• Overview of the case
• Additional information about the case
• “Lesson learned” for the students